

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D.C. 20505

Deputy Director for National Foreign Assessment

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence

FROM: Bruce C. Clarke, Jr.
Deputy Director for National Foreign Assessment

SUBJECT: The NIO Function

1. As you know, one of the first matters on my agenda has been to take a fresh look at the NIOs. Dick Lehman has been doing this for me.

2. In general terms, his findings are that the concept of the NIO as the DCI's substantive adviser and surrogate in the policy process, as the principal link between that process and the intelligence producer, and as the manager of interagency intelligence production responsive to policy needs, is basically sound. It is flawed in execution because:

- There is confusion over the NIO's responsibilities and priorities. This prevails among policy officers, in the Community, in Langley, and among the NIOs themselves.
- NIOs are too involved in routine staff work and fire-fighting to give proper attention to their longer range and Community responsibilities.
- There has been a noticeable decline in the attention given to the Community by the NIOs and a marked decline in the volume of interagency production.

A root cause of these deficiencies is the absence of concentrated and continuing management supervision over the activities and performance of the NIOs.

3. It is clear that a reorientation of the NIOs is desirable to facilitate accomplishment of their basic responsibilities of advising you, liaison with policy, and producing interagency intelligence assessments. In my judgment, this requires a management structure for the NIOs. This would be true even if the system were working much better than it is.

4. I therefore ask your approval to create a National Intelligence Center reporting to me as Deputy Director for National Foreign Assessment. The National Intelligence Center would be made up of the present NIOs, their assistants, and supporting personnel, with some slight augmentation over existing numbers. Nothing in this proposal would alter the present relationship of the NIOs with you.

5. I would plan to name Dick Lehman as the first Director of the National Intelligence Center. If you approve, Dick will then be charged with producing for us detailed recommendations for the organization of the Center.

Bruce C. Clarke, Jr.

APPROVE:

Date

DISAPPROVE:

Date